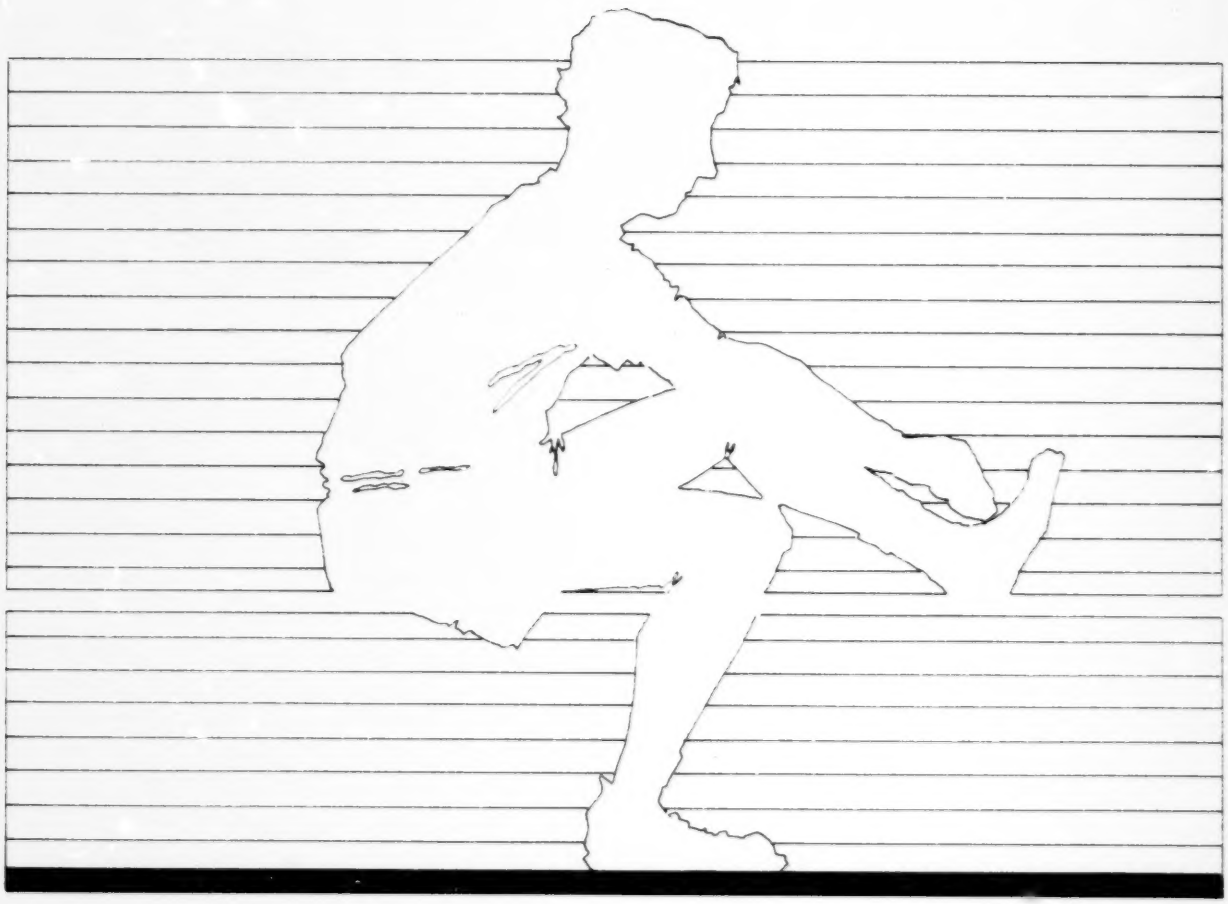
Saskatchewan
Parks, Recreation
and Culture

Hon. Colin Maxwell
Minister

A Sport and Recreation Strategy for Saskatchewan

A Discussion Paper
September, 1988



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Sport and Recreation Strategy Paper

I. BACKGROUND

Provincial government involvement in sport and recreation dates back to 1908 when the first grant was given to a provincial association. The contribution sport and recreational activities make to the quality of life in Saskatchewan has been recognized by government since its first legislated involvement in 1939.

The Government of Saskatchewan formally entered the sport and recreation field in 1944 when it passed The Physical Fitness Act. Staff were deployed throughout the province to assist sport and recreation organizations.

In the period from 1948 to 1963, the Physical Fitness and Recreation Division provided financial and consultative services to provincial and local sport bodies as well as extensive assistance to school sports. In addition, government helped set up the Saskatchewan Parks and Recreation Association in 1961.

In 1965 The Saskatchewan Youth Act was passed, followed by the formation of the Youth Review Committee which conducted a study on Saskatchewan youth, Youth -- A Study in our Times. The Provincial Youth Agency was created as a result of this study. The agency established a provincial-federal liaison including responsibility for the province's representation at the Canada Games.

During this period the agency emphasized the organization of community recreation boards and provincial sport and recreation associations. This strategy of establishing structures recognized that no government agency could possibly meet the needs of youth and that individuals and organizations living and working in the community were more effective in identifying needs and working co-operatively with government to meet those needs.

In 1972, the Department of Culture and Youth was founded. Government's strategy was to consolidate recreation, sport and culture programs into one agency while further decentralizing the delivery of these programs to volunteer agencies in the province.

To insure the viability and integrity of the sport and recreation system, the department provided ongoing consultative services to recreation boards, regional recreation organizations and provincial sport and recreation organizations.

Other significant developments to enhance participation, development and leadership were the establishment of programs such as the Saskatchewan Games, Canada Games, promotion of clinics and hosting major events. At this time the department also helped to set up Sask Sport Inc. with 53 founding provincial sport organizations to which the department provided financial assistance and consultative services.

The department, with responsibility to oversee The Interprovincial Lotteries Act, licensed Sask Sport Inc. to market the lotteries in the province. In consultation with the department, Sask Sport Inc. distributed the proceeds to their members and other agencies according to the licensing agreement.

In this process, Sask Sport Inc. worked with Saskatchewan Council of Cultural Organizations and Saskatchewan Parks and Recreation Association as the global organizations supporting sport, culture and recreation.

By 1980, there were over 800 formally structured municipal recreation boards, 23 regional recreation associations, eight zone games committees and 80 provincial sport and recreation organizations.

In 1982 the name of the department was changed from Saskatchewan Culture and Youth to Saskatchewan Culture and Recreation and a major reorganization of the department was undertaken. The major feature of the reorganization was a realignment of Branches so that sport, culture, recreation, heritage conservation and the regional field staff were all within the same division. It also resulted in a Sport Policy approved by Cabinet and a Department Recreation Position Paper. At this time the realignment of the Department of Northern Saskatchewan facilitated a total provincial emphasis including sport and recreation.

The Sport Policy and Recreation Position Paper defined the mission of the department as, "to have as many Saskatchewan residents as possible living balanced, fulfilled lives through their voluntary and active participation in the areas of sport and recreation".

The department employed a comprehensive system of consultative services and complementary programs to work towards its mission. The strategy included advisory support, leadership development, organizational development, program creation and development, financial support, skill development and promotion at the community,

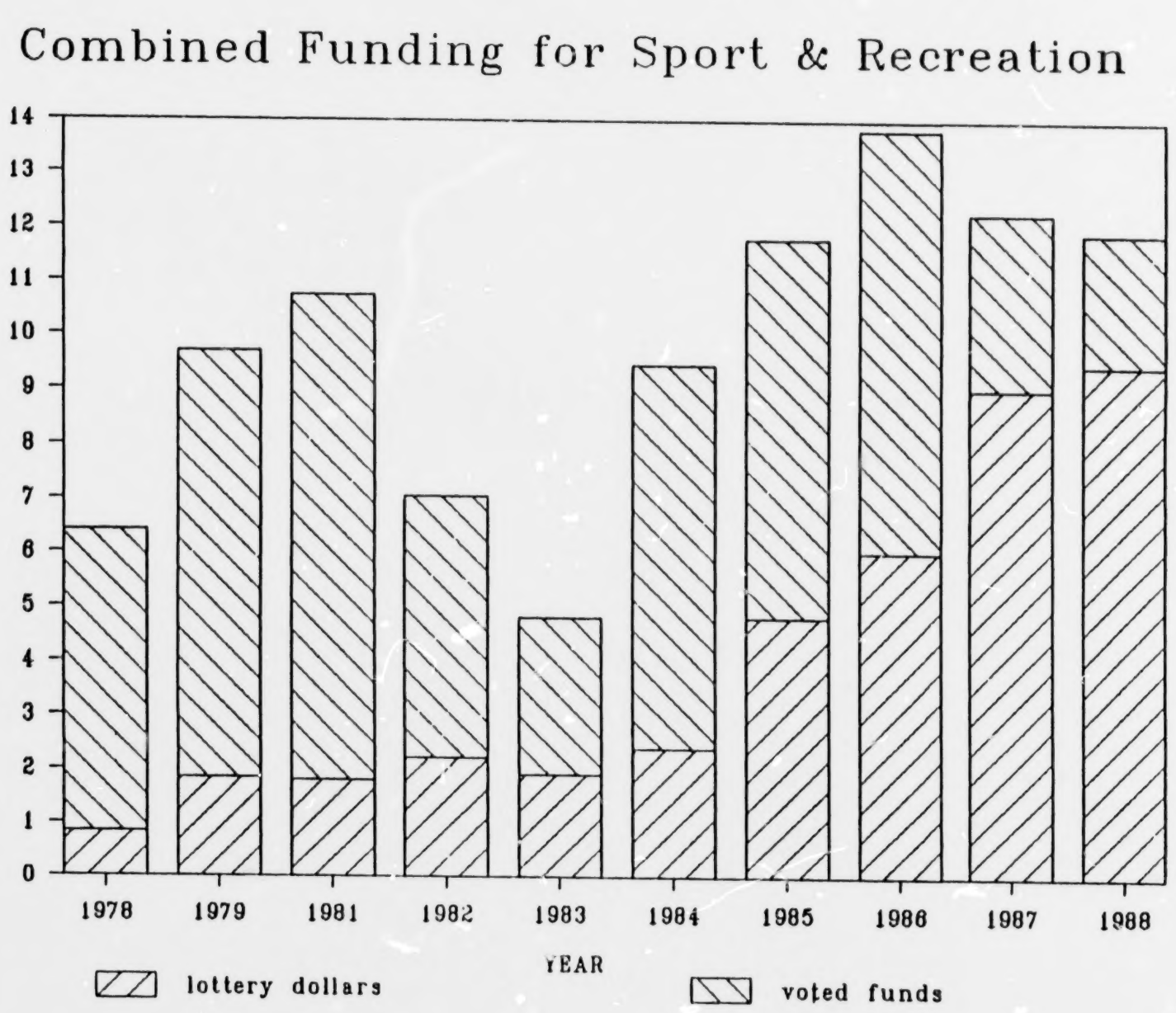
regional, zone, provincial and national level. Consistent with the Sport Policy approved by Cabinet in 1982, the strategy was designed to build a strong network of organizations and volunteers as the basis of successful programs in sport and recreation.

Strong provincial government leadership and promotion of sport and recreation has made Saskatchewan a leader in this field by recognizing the social, economic and public service needs of people for over 80 years. The investment government has made has paid high dividends in social and economic growth. The current state of sport and recreation is a legacy of development in which government has provided the leadership role while at the same time maintaining a strong commitment to the principle of autonomous action on the part of non government organizations. This has seen the development of a large number of organizations in the field of sport and recreation whose programs are independently structured and aimed at particular target groups.

Over the last decade, funding to Sport and Recreation has also increased due to increased lottery revenues. The increased funding has contributed to the development of programs, facilities and new services to Saskatchewan residents.

TABLE 1

FUNDING TO SPORT AND RECREATION
(Millions)



II. CURRENT STATUS

A. DEPARTMENTAL PROGRAMMING

The department's mandate for sport and recreation is outlined in The Culture and Recreation Act, as "...all that is part of the administration of the Government of Saskatchewan that relates to cultural and recreational development and that is not by law assigned to any other department or agency of the Government of Saskatchewan is under the control of the department".

This legislation also mandates the department to "...promote the provision of additional facilities in the province for the holding of physical, cultural and social activities by person of the province..." and to "...disseminate information with respect to the cultural, physical and social development of persons in the province".

This legislative authority gives the department a lead role in developing and promoting sport and recreation in Saskatchewan. This role has developed in response to the need for strong leadership and a co-ordinated approach to the large and complex area of sport and recreation. It also gives the department the responsibility for creating a positive and receptive environment for sport and recreation which aids other government agencies in carrying out their services to clients of sport and recreation. As the government's lead agency, the department is a facilitator to, and works in conjunction with, other agencies and organizations to deliver sport and recreation services or to manage sport and recreation resources.

In 1987 Saskatchewan Culture and Recreation was amalgamated with Saskatchewan Parks and Renewable Resources to form Saskatchewan Parks, Recreation and Culture. The mandate of Culture and Recreation was placed with the Heritage, Sport and Arts Division of the new department. The Sport and Recreation Branch was reorganized to reflect the mandate, the current and future trends and to more effectively meet the needs of its client groups. In addition, the existing mandate of the Sport and Recreation Branch was expanded to include the Cultural/Recreational Facilities Program.

The restructured Sport and Recreation Branch consists of three sections: Sport, Recreation and Zone Development. The branch works to maintain a strong delivery system by providing organizational assistance to groups at all

levels in the system. In addition, the branch provides program services in the area of participation development and leadership development. Staff also work in administering financial assistance programs to organizations in the delivery system.

In keeping with the role of government, the province provides essential support to sport and recreation which is consistent with the broad economic and social direction of government and the expressed needs of the residents of Saskatchewan.

The province is responsible for interprovincial relations and agreements with the federal government in the area of sport and recreation. In this respect it is the government's responsibility to represent the interests of the Saskatchewan sport and recreation community in dealings with other provincial governments and the federal government.

i) Sport

The department ensures that there are sufficient quality opportunities for sport activities and programs at the provincial and national levels, and promotes an awareness and understanding of the economic, tourism and employment opportunities provided by sport.

To ensure the mission and goals of the department are achieved, the Sport Section has reorganized its administrative and program development structure. The consultants now are not generalists assigned organizations, as in the past, but rather do their consulting work on a specialized program basis.

The three specialized program areas now consist of Competitive Games, High Performance and Organization Development.

Specific services include:

High Performance Sport Development

The department provides Saskatchewan's athletes, coaches and officials with the resources necessary to achieve excellence in their chosen sport without having to leave the province. The following programs are designed to assist in making this possible: Athlete Assistance; International Sport Exchange; National/Regional Training Centres; Consultant Services; Education Services; High Performance Sport Centres; Sport Science.

Competitive Games Program

Competitive games provide our athletes, coaches and officials with the opportunity to improve their skills at the developmental and high performance levels in provincial, interprovincial and national competitions. The following programs provide these needed opportunities: Saskatchewan Games Program; Canada Games Program; Western Canada Summer Games Program; Special National/International Competitions; Consultant Services; Education Services.

Sport Leadership & Organizational Development

To ensure that the viability of volunteer organizations in sport is maintained and strengthened, to improve and support the network of organizations providing services and programs and to provide the volunteers, coaches and administrators with the necessary tools, the following programs and services are provided: National Coaching Certification Program; Provincial Coach Program; Hosting Assistance Program; Zone Sport Development; International Sport Exchange Program; Organizational Development Programs; Resource Centre; Administration Support Services, Planning.

.-) Recreation

The department ensures that there are sufficient quality opportunities for recreation activities and programs at the provincial and national levels as well as promotes an awareness and understanding of the economic, tourism and employment opportunities provided by recreation. The department also strives to enhance quality facility development as well as promoting positive attitudes about fitness and lifestyles.

Specific services include:

Leadership and Organization Development

The department provides leadership development services to volunteer organizations to enhance recreation programming. The following programs and services are designed to assist in meeting these needs: Volunteer Recognition, City Services Seminar, Regional Associations Annual Conference, Hosting Grant, Integrative Grant for Disabled Persons, Organizational Development Program, Special Grants, Skills Program for Management Volunteers and Consultative Services.

Fitness and Lifestyles Promotion

With increasing health care costs, the department promotes healthier, more positive attitudes towards fitness and lifestyles, and at the same time co-ordinates services in this area. The following programs and services are designed to assist in meeting this need: Seniors Games, Resource Materials, National Physical Activity Week and Corporate Challenge.

Facilities Development

The department takes the lead role in encouraging and assisting municipalities and volunteer organizations in the development of recreational and cultural facilities. Quality facilities will increase participation opportunities, increase accessibility, generate employment and tourism opportunities and aid in maintaining the viability of rural Saskatchewan communities.

The following programs and services are designed to assist in meeting these objectives: The Cultural/Recreational Facilities Grant Program and Specialized Facilities Development, Planning and Programming Accessibility Standards.

B. COMPLEXITY OF THE SYSTEM

The sport and recreation system is a complex network of organizations and institutions at various stages of development, with specific roles that contribute to the overall sport and recreation scene in Saskatchewan. Not only is the department the government's major player but it is also the focal point of much that happens throughout the province.

The complexity of sport and recreation at the provincial level is perhaps best illustrated by the following list of organizations, institutions and agencies that have a direct impact upon sport and recreation in Saskatchewan; a list that is not exhaustive but serves to indicate the variety and magnitude of interests.

No less than 23 Government Departments and Agencies
Over 1100 Municipal organizations
Over 1100 Provincial and community based organizations
Boards of Education
Universities
Technical Schools

Federal/Provincial involvement including:

Interprovincial Sport and Recreation Council
Lotteries Corporation - Western Canada
Coaching Association of Canada
Canada Games Council
Fitness Canada
Sport Canada
Western Canada Summer Games Council
Federal/Provincial/Territorial Sport Committee
Federal/Provincial/Territorial Fitness Committee
Interprovincial Facilities Task Force Committee
Canada Fitness and Research Institute
International Sport Exchange
Safety Standards of Canada
Health and Welfare Canada

The current emphasis of the department is to work co-operatively with non-government organizations and municipal governments to ensure that there are adequate facilities and programs for the people of Saskatchewan to participate at the level of their choice. This emphasis has resulted in the department playing a supportive role by providing finances and advice to the delivery agents in the province.

Inherent in this emphasis is a concern for effective use of the significant funding available to sport and recreation organizations through the lotteries system in the province. Department financial resources in combination with these resources support facilities and programs. Generally, lottery revenues are focused on program services and the department supports facility development. As well, the department has continued to emphasize specialized programs that meet the need of broad based participation.

C. MATURITY OF THE SECTOR

For the past number of years, the department has been providing services and programs to provincial sport governing bodies, provincial recreation associations, zone, regional and community sport and recreation organizations. Many of these organizations have now advanced beyond the "kitchen table" stage to the stage where more specialized programs and services are required in order to further develop sport and recreation in Saskatchewan.

The current state of sport and recreation in Saskatchewan has been based on efforts in the past that focused on supporting non-government organizations who provided programs and services. This support has been based on the principle of autonomy for local and other non-government organizations.

While this approach has seen a great deal of ownership in programs and services by non-government organizations and municipal groups it has also resulted in unclear roles and responsibilities and problems in co-ordination of programs and services. In addition there are gaps in various areas of need including programs for seniors, disabled persons, disadvantaged groups and communities in isolated areas. The programs offered by non-government organizations are focused at their membership. As a result they sometimes do not become involved in providing new or enhanced programs to all groups within the province. This lack of co-ordination and integration of services will persist unless the department changes its role.

Most provincial sport and recreation organizations are concerned primarily with serving the needs of their membership. This results in time and energy being expended on staging provincial championships, organizing provincial teams and ensuring that the developing participants receive support. This sometimes occurs at the expense of a broader approach that would ensure participation opportunities for all Saskatchewan residents.

D. FUNDING

As noted in Table 1 on Page 3, department funding to sport and recreation has declined significantly over the last three years as lottery revenues increased. In 1987/88 the department provided $1.2 million in grants to sport and recreation and $2 million to facilities capital. However as noted in the data provided, combined funding has actually declined over the last two years to near 1981 levels. In view of this decline, the effective use of funding is critical to ongoing development.

III. EMERGING NEEDS

Present day social and economic policy must recognize decreased economic resources coupled with increased leisure time; an aging population; a refocusing of lifestyles to impact on health care costs; the changing family and its impact on community; as well as the increasing technological skill needed to operate effectively within society.

Based on a careful analysis of the current situation, the department has identified the following emerging needs in the field of sport and recreation.

A. A re-definition and documentation of programming and service needs in the sport and recreation fields generally.

Many existing groups in sport and recreation have a focus aimed at providing services to their current membership. This has tended to result in a great deal of support for organized sport and competition while broad based participation has not been adequately serviced. Therefore, the department should initiate a major planning exercise to ensure that the gaps in service are clearly identified and that plans are developed to allow those gaps to be addressed.

B. Clarification of roles and responsibilities in the development and co-ordination of programs and services.

As noted in the current situation, there has been some duplication and overlap due to the autonomous nature of the organizations involved in sport and recreation. Therefore, there is a need to undertake a process of clarification of roles and responsibilities in order to effectively deliver programs and services.

C. Special needs groups.

A number of groups in particular require special attention in order that they might be full participants in sport and recreation in Saskatchewan. These groups include seniors, disabled, disadvantaged, isolated communities and people in northern Saskatchewan.

D. Fitness and Lifestyles programming.

Because of the increased awareness of the impact of healthy lifestyles and escalating health care costs, there is a need for a comprehensive approach to programming in this area.

E. Facilities.

While in the past department programs have provided a great deal of support to facilities development, there is still a need to ensure that the investment in facilities is protected. Restorative maintenance, new capital and replacement due to loss are important priorities in the area of facilities development.

F. Technical support services.

Technical services need to be provided in areas such as social and computer networking, landscape design, revenue management, marketing and an increased understanding of the tourism potential of sport and recreation. As well, social trends will require assistance in the areas of research and the impact of the changing legal landscape on recreation and sport. The recent examples of liability issues and the rights of women in sport have far reaching effects on our client groups and on the needs of participants in the province of Saskatchewan.

IV. THE ROLE OF GOVERNMENT

In the past the department has acted as a programming agency on a provincial basis in order to initiate activities and raise the level of awareness of the benefits of sport and recreation to the people of Saskatchewan. Because of the massive program development that has occurred in the last 10 years the department must now change its services to focus on providing solid planning and policy direction to non-government organizations and municipal governments in the field of sport and recreation. This would see the department move away from direct programming as a service and into the area of providing research, planning and expert advice.

As a result of the difficult economic situation, the government must also take on the role of risk taking in new program initiatives. Therefore, the department should provide assistance by responding to emerging needs with new program initiatives that may ultimately be turned over to non-government organizations. This would allow them to assume these programs once the risk has diminished.

Some non-government organizations and municipal governments tend to focus on current problems. Therefore it is important that the government provide expert advice and technical information that will allow our clients to deal effectively with the changing climate.

V. DIRECTIONS FOR THE 90'S

Saskatchewan residents value sport and recreation. Municipal and non government organizations look to government for leadership and direction in plotting the future for the development of sport and recreation in the province. Based on a careful review of the current situation and emerging needs, the department is recommending four basic directions to chart the future of sport and recreation in the province.

A. Develop and implement a planning system for sport and recreation in Saskatchewan to provide an ongoing vehicle for development.

In order to ensure that the resources allocated to sport and recreation are utilized effectively and that the maximum number of Saskatchewan residents have an opportunity to participate in the activity of their choice and at the level of their choice, there needs to be improved co-ordination and delivery of programs in the sport and recreation system in the province. Toward this end, the department makes the following proposals:

Proposal (i) - Sport Plan

The province will develop a four-year sport plan that clarifies the government's policy for sport development as well as the definition of sport and the important role that it plays in the province's economic and social life. The plan will identify goals and objectives for participation enhancement as well as performance related criteria for high performance sport in the Province of Saskatchewan. The plan will be undertaken in a co-operative manner with all of the provincial sport governing bodies, Sask Sport Inc., the universities, high schools athletic association and other sport related organizations in the province. This plan will include a revision to the 1982 Sport Policy as developed by the Government of Saskatchewan and a clearly defined set of roles and responsibilities for all of the actors in the sport system in the province. As well, it will identify the program initiatives required in order to meet the objectives of increased participation and better competitive performance at the national and international level. As with the recently announced federal initiative, the province's focus will be on increasing

participation with the resultant impact of enhanced performance through a broader pool of people involved in sport across the province.

This plan will be the first step in a process that will include ongoing monitoring, review and evaluation followed by updating on an annual basis.

Proposal (ii) - Recreation Plan

The province will develop a comprehensive and co-ordinated recreation plan to provide a broad policy for community recreation development in the Province of Saskatchewan. This plan will focus on ensuring equal access for all Saskatchewan residents to quality leisure time opportunities. It will ensure that the various non-government organizations and municipal governments work together to provide opportunities in the most effective and efficient manner. The plan will clarify the roles and responsibilities of all those involved in recreation in the province from the community perspective and also provide a set of goals and objectives for recreation in Saskatchewan that will relate to program opportunities for all.

This plan also will be the first step in a process that will include ongoing monitoring, review and evaluation followed by updating on an annual basis.

B. An increased emphasis in broad based participation.

The government will take a pro-active position in encouraging existing organizations to put increased emphasis on broad based participation. This is in keeping with the recently announced federal initiative to encouraging national sport organizations to consider broadening the base of their participation opportunities.

Proposal (iii) - Lottery System Incentives

The province, in consultation with the umbrella groups, will design specific incentives that can be built into the existing lottery system that will encourage provincial sport organizations and recreation organizations to provide programs for specific target groups. These target groups should include senior adults, adolescent females, socially disadvantaged and family oriented activities. These

incentives would be based on the increased number of participants in each of these target groups by the various sport and recreation organizations. A premium would be paid in terms of any of the per capita formulas under the existing lottery system.

Proposal (iv) - "Learn To" Programs

The department will design and implement a comprehensive set of "learn to" program packages in conjunction with sport and recreation organizations at the provincial level. These program packages would be provided to municipal recreation departments who could then offer "learn to" activities that would introduce a wider number of participants to a variety of sports. "Learn to" programs have been very successful in sports such as tennis and golf and should be broadened to include a wider range of activities. With program material developed by the department and the incentives mentioned in proposal (i), the province should be able to increase participation at all levels.

C. Develop and implement special initiatives aimed at meeting future needs.

The government needs to continually monitor trends and developments in the province in order to respond to those trends by developing special programs to meet special needs. The following proposals are designed to respond to current issues:

Proposal (v) - Fitness and Lifestyles

Due to the escalating costs of health care and the desire of Saskatchewan citizens for a better quality of life, there is a need for the province to develop a number of fitness and lifestyle initiatives. The department will develop initiatives which will meet a number of identified gaps in the fitness level of Saskatchewan citizens and ensure government departments take a co-ordinated approach to support fitness development in the province. Program initiatives will be developed to enhance fitness research in the province and increase awareness of fitness and lifestyle needs of specialized groups such as seniors, youth, disabled, employees and farm or rural related groups. In co-operation with the Departments of Health, Education, and Social

Services; Saskatchewan Parks, Recreation and Culture will establish a co-ordinating fitness secretariat for all government initiatives aimed at improving fitness and lifestyles of Saskatchewan citizens.

Proposal (vi) - Tourism Development

There is a need for the department to support the role that sport and recreation activities and events play in the promotion and enhancement of tourism in the province. The department will develop specific resource materials and programs that assist non-government organizations and municipal governments in tapping the potential of their events for tourism promotion. The department will establish contacts within the Tourism department, TISASK and the sport and recreation community to co-operatively develop marketing materials that will be designed to improve the economic benefits of hosting sport competitions. The resources will provide "how to" information on the planning of regional, national and international competitions.

Proposal (vii) - High Performance Sport Development

The department will work with Sask Sport Inc. in developing further initiatives in the area of high performance sport on the basis of the comprehensive and highly successful Sask First Program. High Performance Sport Development has a great deal of impact on the sense of pride and accomplishment Saskatchewan residents feel about their young athletes. In addition, there are direct economic benefits to be gained from the province aggressively pursuing high performance sport opportunities. The establishment of regional training centres in the province allow Saskatchewan athletes to continue to train and compete in the province. This also supports the universities and technical schools by allowing Saskatchewan high performance competitors to maintain both their education and their opportunity to compete within Saskatchewan. If we fail to support high performance sport, Saskatchewan athletes would be forced to travel to other provinces in order to compete and train and at the same time would pursue their further education in those other provinces.

Proposal (viii) - Northern Development

There is a need to recognize the unique sport and recreation development that must occur in Northern Saskatchewan in order that those residents will have access to activities similar to the rest of the people of Saskatchewan. Therefore, the department will undertake the development of support services for the north that will improve the level of facility and program development.

D. Provide technical expertise and financial support to the human and physical infrastructure.

There is a need for the province to provide support programs and consultative assistance in order to maintain a healthy infrastructure in the Province of Saskatchewan. This infrastructure includes facilities and organizational units that are designed to provide program opportunities in sport and recreation. The following proposals assist in pursuing this direction:

Proposal (ix) - Facility Grant Program

The previous grant program ended March 31, 1988 and there is a need to put forward a new grant proposal for consideration. This proposal will ensure protection of the existing level of facility development in the province, by providing for renovation and replacement capital and sufficient funds to address facility development needs that exist across the province. A new program should be designed to ensure support is provided on a the basis of need.

Proposal (x) - Technical Support

The province will monitor the sport and recreation infrastructure in Saskatchewan in order to ensure programming for all groups in the province. Many organizations have developed and are now functioning very well. However, because of volunteer turnover, there is a need to maintain and improve their operation and thereby improve programming offerings in both sport and recreation across the province. Therefore, the department will develop an organizational analysis package that will allow associations to objectively evaluate their operation. The department will also provide specific training opportunities for these groups based on the analysis.

Proposal (xi) - Facilities Inventory

The department will work closely with the Saskatchewan Recreation Facilities Association and the Saskatchewan Parks and Recreation Association in preparing a major recreational and cultural facilities inventory that is essential for the development of facilities and program planning.

VI. CONCLUSION

Given the emerging needs of sport and recreation, this strategy paper provides a basis for actions to address the issues of the 1990s. The most important element in this process is the discussion that these proposals will create amongst the various groups involved in sport and recreation in Saskatchewan. With the impact and support of the sport and recreation community, many needs will be met and the quality of life for all Saskatchewan residents will be enriched.

Appendix

A. Public Input Process

The following public input process and timelines would ensure a broad perspective and overall reaction to the Sport Plan and Recreation Strategy Paper. A number of organizations and individuals will be invited to participate and provide input. They include:

1. Provincial Sport Governing Bodies/Provincial Recreation Association.
2. Universities/Technical Institutes
3. Saskatchewan High School Athlete Association
4. Zone/Regional/Community Sport/Recreation Organizations
5. Municipalities
6. Interested organizations and general public

In addition, the major actors in the Sport and Recreation system will be assured of ongoing input to the Sport Plan and Recreation Paper through individualized meetings with these organizations. The major actors include:

Sport	Recreation
Technical Institutes	Technical Institutes
University of Saskatchewan	University of Saskatchewan
University of Regina	University of Regina
Sask Sport Inc.	Sask. Parks & Recreation Association
Zone Sport Councils	
Sask. High School Athletic Association	Saskatchewan Recreation Society
	Provincial Recreation Associations Committee
Provincial Sport	
Governing Bodies	Regional Association
	Committee

B. Timelines for Public Input

Phase I - Initial user group input:

Activity:	Timelines:
1) Forward the initial draft of the Sport Policy and Recreation Position Paper including definitions, the current state of the art and the Department Strategy Paper to the major actors identified for their review, reaction and input.	Sept. 15/88
2) Convene individual meetings with major actors to discuss the documents circulated and solicit their input on the roles, responsibilities, program implications and the communications network within the province.	Sept. 26 to Oct. 31/88
3) Consolidate the input from the major actors on all the documents circulated.	Nov. 21/88
4) Based on all of the input, prepare draft two of the Sport and Recreation Strategy Paper.	Dec. 19/88

Phase II - Final Round User Group Input

1) Distribution of the final draft of the Sport and Recreation Strategy Paper including all components to the major groups involved in the province.	Jan. 15/89
2) Convene meetings with the major actors including group meetings with provincial sport governing bodies and provincial recreation associations as well as user group meetings in each zone that would involve zones, regions and community organizations.	Jan. 15 to Feb. 15/89
3) Finalize documents for ministerial approval.	Mar. 15/89